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DD/A Registry

4 AUG 1978

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File

MEMORANDUM FOR: Director of Finance

FROM: Michael J. Malanick
Associate Deputy Director for Administration

SUBJECT: Training for Operational Support Assistants

REFERENCE: Memo dtd 17 July 78 to ADDA fr D/Finance,
subj: "Administrative Conference"

1. I have carefully reviewed the referent memorandum to me, and I believe that the basic intent of the recommendations to the DDO has been misunderstood. Those involved in the studies and recommendations were well aware of the Field Administration Course, and that course may well be the nucleus of training for Operational Support Assistants. The point is that, of all of the OSA's interviewed in Latin America and Europe in connection with our last two conferences, not one had taken the course prior to the first assignment, and only one or two had been given the opportunity to take it between assignments. This must clearly be corrected. In addition, any course can benefit from periodic review and revision.

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2. Aside from the formal training, I believe that the OSA's, as well as Directorate of Administration personnel being assigned to field stations, should have more on-the-job training in the area division before departure. This has also been highlighted as a deficiency during the conferences. They should also have a better understanding of the administrative system [REDACTED]

Further, the conferences have clearly demonstrated the value of including the OSA's in regional meetings.

3. I am delighted that the Field Administration Course is being improved [REDACTED]. However, I don't think we can take the approach that what we have is all we need, or will need, and that further study is not necessary. The

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Office of Finance will obviously have a major role to play in any future training, and I should be grateful if you could designate an officer [REDACTED] could work with in reviewing the requirements.

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Michael J. Malanick

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SSA-DDA

[REDACTED] vld (8-2-78)

Distribution:

- Orig & 1 - Addressee
- 1 - DDA subj
- 1 - DDA chron
- 1 - SSA-DDA subj
- 1 - SSA-DDA chron
- 1 - MJM Chrono

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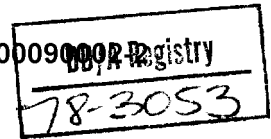
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17 JUL 1978

MEMORANDUM FOR: Associate Deputy Director for Administration

FROM: Thomas B. Yale
Director of Finance

SUBJECT: Administrative Conference (A/IUO)

REFERENCE: Memorandum for DDO fr. ADDA, dtd 12 June 1978,
same subject

1. (C) We are concerned that the extracts quoted below from pages 5 and 6 of reference may have given John McMahon the impression that this Directorate only now has recognized the need for administrative training of "D" careerists at stations where no DDA personnel are assigned:

"Operational Support Assistants (OSA's) are for the most part former secretaries who have gradually assumed administrative responsibilities. They are highly motivated and serve a vital need. . .

"As noted above, these employees are highly motivated, they like the administrative work, and all of those interviewed would like to continue this type of duty. However, most have relatively little training, and some have no training at all. This lack of training has been the subject of comment by the Audit Staff,

"I believe that OSA's perform a very useful service, and that we will continue to need them. While they are "D" careerists, their training can be most effectively planned by the D/A. If you agree, I will arrange to have our CMO develop a training course, and we will try to begin the training as soon as possible. . ."

2. (C) Actually the DDA (OTR with OF, OL, OS and OP participation) has been running for many years a three week Field Administration Course designed specifically to cover all administrative facets of station activities.

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3. (C) Currently this course is offered six times a year for Operational Support Assistants, DDA careerists and others who would derive benefit from the course. The number of students usually ranges from 12 to 20. The size of classes is deliberately limited because the technical nature of the subject matter requires substantial interaction between students and instructors. When there are more prospective students than can be accommodated for a particular session, first priority is given to "D" careerists with specific upcoming assignments to stations without an assigned DDA careerist. For your interest there are attached:

- (a) A statement of course objectives, a course schedule and speakers for an offering now in session
- (b) Roster of participants

4. (C) This course was originally conceived in recognition of the need for administrative training of personnel to be assigned to the large number of relatively small stations staffed without DDA personnel. Currently about 80% of the field stations require Operational Support Assistants to handle funds and administrative work of the station. Those who have taken the course have found it highly effective and have done what we consider very commendable jobs in handling station administration. This view is based on the general findings of our finance officers through their observations in processing monthly accountings of the stations and their annual visits to the stations for a careful review of station compliance with Class B Accounting and Reporting Procedures and related administrative matters. In discussion with the Audit Staff about their observations on the adequacy of administrative training, they find no record of the comment about the lack of training cited in the above excerpt from reference. The Audit Staff did express concern, however, in the last report on the AF Division as follows:

"We see a new factor arising which will add to the duties of the B&F officer. At the installations we visited we observed that the personnel directly responsible for administrative matters were occupied with operational requirements. They perceived that their primary function was operations first; administration, as time allowed. The result is that less emphasis is being placed on administrative matters at a time when there are numerous external concerns regarding the administration of all Agency activities."

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5. (C) The area divisions generally recognize the importance of adequate training and generally attempt to require Operational Support Assistants to take the Field Administration Course before assignment to the field. Unfortunately however, because of time pressures and for other reasons, assignments are occasionally made without benefit of this course.

6. (C) Insofar as the financial phase of the training is concerned, the student is evaluated on aptitude for handling funds under Agency regulations and recommendation is made as to whether the student is qualified for that aspect of the assignment. The divisions usually accept the recommendations of the Finance Instructor in this respect and cancel or change assignments when a student is deemed to be unqualified.

7. (C) In the ever continuing effort to improve training, it is now planned to move the Field Administration Course [REDACTED] beginning with the September running so that the course content can be expanded and the opportunity provided for evening sessions. This change will require increased commitment on the part of all lecturers but we feel will better assure attainment of course objectives. It will increase classroom time and will provide broader opportunity for interchange of information between students and lecturers. For example, when an officer from the Compensation Division lectures about the pay [REDACTED] NOC's and pay offsets, etc., the officer will be present for the evening session and will be available for answering questions and participating in the give and take of discussion to elaborate on points made or perhaps missed in the formal lecture. [REDACTED] administrative support is another complex subject matter area for which we plan to have the lecturer remain for an evening session as we believe students would benefit from additional informal discussion in the presence of the lecturer.

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8. (C) In view of the foregoing, we would suggest that you inform Mr. McMahon that the desired administrative training efforts are already ongoing and request his endorsement of a DDO policy making successful completion of the Field Administration Course a precondition to a station assignment for an Operational Support Assistant.

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[REDACTED]
Thomas B. Yale

Att:
As Stated

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FIELD ADMINISTRATION

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[REDACTED] Chief Instructor
[REDACTED] Instructor
[REDACTED] Instructor

Office: Room ^{912/916}~~606~~, Chamber of Commerce Building, [REDACTED]

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Upon completion of the course, students will be able to:

1. Answer questions and interpret regulations, apply techniques and procedures pertaining to finance, logistics, foreign travel, personnel, physical security, emergency destruction, records management, and civil disturbances at a field station;
2. Maintain the financial accounting system used at a Class B or Class C station; and
3. Maintain Type II property accounts.

Course No. 05-78
10-28 July 1973
Room ~~606~~ ^{912/916}
Chamber of Commerce Building

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First Week

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Monday, 10 July

0830-0930 Welcome and Administration

0930-1030 Introduction to Logistics Lecture

BREAK

1030-1200 Exercise I - Definitions, Authorities
and Responsibilities (PAI*)

1200-1300 LUNCH

1300-1400 Exercise I (continued)

1400-1530 Exercise II - Accepting Accountability
(PAI)

1530-1700 Exercise III - Basic Security and
Administrative Factors (PAI)

Tuesday, 11 July

0830-0900 Exercise IV - Pricing (PAI)

0900-1200 Exercise V - Acquisitions

1200-1300 LUNCH

1300-1530 Exercise VI - Receipt of Property

1530-1700 Exercise VII - Loans (PAI)

Wednesday, 12 July

0830-1000 Exercise VIII - Transfers and
Expenditures (PAI)

1000-1130 Exercise IX - Losses and Damages (PAI)

1130-1200 Exercise X - Excess Property and
Disposals (PAI)

*Program Assisted Instruction

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Wednesday, 12 July (continued)

1200-1300 LUNCH
1300-1500 Exercise X (continued)
1530-1600 Exercise XI - Compromised Material (PAI)
1600-1700 Exercise XII - Shipping Purposes Only
and Accommodations Transactions

Thursday, 13 July

0830-0930 Exercise XIII - Clearance of Personnel
Departing PCS (PAI)
0930-1030 Exercise XIV - Dollar Value Reports and
Disposition of Records
1030-1200 Vehicle Management
1200-1300 LUNCH
1300-1400 Vehicle Management
Lecture and Problems
1400-1700 Real Estate and Construction
Lecture and Problems

Friday, 14 July

0830-1000 Type II Review
Lecture
1000-1700 Type II Property Accounting
Test

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Second Week

Monday, 17 July

0830-1200 The Financial Cycle and Related
Procedures
Study, Lecture and Discussion

1200-1300 LUNCH

1300-1700 Continuation of Financial Cycle
Lecture and Discussion
Introduction of Class B
Finance Problem

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Tuesday, 18 July

0830-1200 Travel - Study Session and Intro-
duction to Travel Basics
Lecture and Discussion

1200-1300 LUNCH

1300-1700 Continuation of Class B
Accounting Problem

Wednesday, 19 July

0830-1000 Continuation of Travel
Lecture and Discussion

BREAK

1000-1200 Discussion of Current Travel
Regulations - Domestic and
Foreign

1200-1300 LUNCH

1300-1700 Continuation of Class B
Accounting Problem

Thursday, 20 July

0830-1200 Foreign Travel Problems

1200-1300 LUNCH

1300-1700 Continuation of Class B
Accounting Problem

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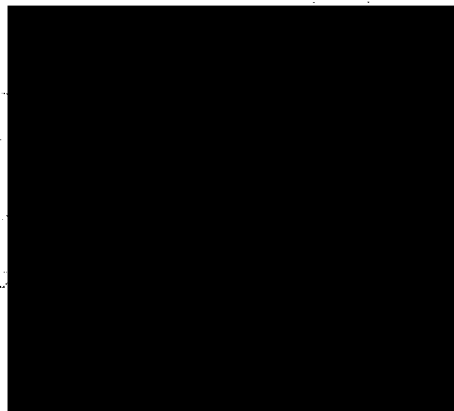
Friday, 21 July

0830-1045 Foreign Travel Problems

1045-1200 Security Officer's Responsibilities Overseas

1200-1300 LUNCH

1300-1700 Continuation of Class B Accounting Problem



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Third Week

Monday, 24 July

0830-0930 Records Destruction Equipment

Films and Lecture

0930-1700 Physical Security Equipment Training

Lecture and Practice on Safes and Locks

Tuesday, 25 July

0830-0900 Study Period

0900-1045 Management of Classified Records
Overseas
Lecture and Discussion

BREAK

1045-1215 Agency Compensation Procedures

Lecture and Discussion

1215-1315 LUNCH

1315-1700 Continuation of Class B
Accounting Problem

Wednesday, 26 July

0830-1000 Personnel Program at Class B
Station/Base
Lecture and Discussion

BREAK

1000-1200 Benefits and Services
Lecture and Discussion

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Wednesday, 26 July (continued)

1200-1300 LUNCH
1300-1700 Continuation of Class B Accounting Problem

Thursday, 27 July

0830-0945 Use of Standardized Regulations - Practice
BREAK
0945-1045 Headquarters B&F Office Structure and Responsibilities
1045-1100 BREAK
1100-1200 Processing of Class B Accounting at Headquarters B&F Level - Problems Involved
1200-1300 LUNCH
1300-1700 Continuation of Class B Accounting Problem

Friday, 28 July

0830-0900 Review Session

0900-1045

1045-1200 Audit Staff Procedures Relating to Class B Stations/Bases Lecture and Discussion

1200-1300 LUNCH

1300-1500 Completion of Class B Accounting Problem

1500-1630 Final Remarks and Evaluations

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